



**SPOKANE  
WORKFORCE  
COUNCIL**

## **REQUEST FOR PROPOSAL**

For the period July 1, 2025 – June 30, 2026

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### **WorkSource System Talent Solutions**

*Services for Business Customers*

*Creating an employer-driven one-stop center that meets the needs of the current and changing economy*

Amount Available in WIOA Title I

\$140,000

Other affiliated funds supporting the Talent Solutions Team

Amounts to be determined

Release Date

March 13, 2025

Due Date

April 25, 2025

The Spokane Workforce Council is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Washington Relay 711. Our programs receive support and funding from various US Department of Labor grants. Read more about our USDOL grant funding at [www.spokaneworkforce.org/funding](http://www.spokaneworkforce.org/funding)



# SPOKANE WORKFORCE COUNCIL

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## ***SECTION I: PURPOSE AND TERMS***

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### **Overview**

The Spokane Area Workforce Development Council, DBA [Spokane Workforce Council](#) (SWC), is soliciting proposals to identify a consortium of agencies to offer talent solutions services, also known as business services, on behalf of the Spokane WorkSource System and the SWC. Services funded via this Request for Proposal (RFP) will be delivered out of the WorkSource Spokane building, which is located at 130 S. Arthur Street, Spokane, WA. Some business services functions may also occur at the [Next Generation Zone](#) located on the WorkSource Campus. It is the goal of the SWC that the Talent Solutions Team strive to be a national leader in talent solutions services.

The funding associated with this RFP may be used to support a portion of the Talent Solutions Team staff, as well as a team manager. The remaining Talent Solutions Team staff/funding will include existing partners. A full description of the existing team, funding and partners can be found in Section VII – Design.

It is the intent of the SWC that Talent Solutions staff will be selected based on their proven abilities to work with businesses in a professional manner, having all the skills listed in Section VII – Design, and will be considered staff representing the entire WorkSource System rather than be representatives of individual agencies or solely representing WorkSource Spokane. All talent solutions staff will be functionally supervised by the team manager and functionally led by the SWC’s Division Executive of System Advancement.

The intent is to deliver individualized advising, group training, and recruitment assistance to human resource professionals, business owners, and business executives, including the self-employed. Talent Solutions Team staff will partner with a myriad of organizations in the public, private and nonprofit sectors to support employers. The [Workforce Innovation and Opportunity Act](#) (WIOA) will serve as the guiding legislation for staff funded through this RFP. [WIOA legislation](#) includes a heightened emphasis on addressing the needs of regional businesses and aligning service strategies with regional labor markets and economic development activities.

The SWC is proud of the work accomplished thus far by the leaders and staff at WorkSource Spokane to design and implement an integrated service delivery model that has been recognized as a [national best practice](#). On behalf of the WorkSource system, SWC will continue to support and drive change that advances the integrated service delivery model, as we believe it meets the vision and objectives set forth in WIOA federal law and improves customer experience and outcomes. In addition to our ongoing support and investment in the integrated service delivery model, in the 2025-2026 program year we are expanding our areas of focus. We are seeking a consortium to partner with us, the [WorkSource Spokane One-Stop Operator](#) and [WorkSource Service Providers](#) to work towards collective goals and progress on the following:

- Identifying innovative strategies to support local businesses in navigating talent shortages.
- Sharing effective practices with local businesses to enhance talent attraction, including designing compelling employment opportunities, offering family-friendly and family-wage jobs, and improving staff retention and succession planning.
- Strengthening our commitment to equity and inclusion in all aspects of our work.
- Implementing industry-leading best practices to promote staff safety, mental well-being, professional growth, and long-term retention.
- Developing innovative, transformational business strategies that effectively address the evolving needs of Spokane County employers.

### **Consortium Requirements and Details**

The Talent Solutions Team Consortium must meet the following requirements:

- A consortium consists of a minimum of two organizations that are eligible WIOA subrecipients. Documents validating agency type and status are a required part of the application process. All organizations in a consortium must meet one or more of the following criteria:
  - Non-profit organizations
  - Private for-profit businesses
  - Educational institutions
  - Public and government agencies
  - Business associations
  - Faith-based organizations
- Not all members of a consortium are required to be funded by this contract. Some partners may be unfunded and/or utilize leveraged/braided funds; however, all must be equally committed to the shared performance, responsibility, workload, and functional teams/ and integrated services delivery model.
- While we strive for a fully integrated system that leverages the strengths of all parties, the following are not required members of the WorkSource Service Providers consortium but are welcome to participate as funded or non-funded partners in eligible consortiums: WIOA Title I (Job Corps, YouthBuild), CDBG, CSBG, WIOA Title II, WIOA Title III, WIOA Title IV, TANF, economic development, organized labor, public libraries, and other community partners and organizations.
- All consortium agencies will be required to sign the Memorandum of Understanding (MOU), Infrastructure Funding Agreement (IFA), and sublease that outlines how costs are shared across partners.
- All organizations in a consortium, funded or not, must not be currently disbarred or otherwise ineligible to receive federal funding.
- The SWC encourages, but does not require, the inclusion of local by-and-for organizations, those serving WIOA priority populations, organizations with staff with lived experience, and/or those who serve other populations in need of services specific to the Spokane area.

### **Technical Details**

As will be addressed in contracts with selected agencies, this funding can only be used to support the goals and services outlined in this RFP. Awarded funding may not be used to support any work specific to the agency or to advance individual agency goals without prior approval from the SWC. Performance measures and additional deliverables for the contract will be negotiated following the award announcement and will be included in the contract.

Contracts resulting from this RFP are anticipated to begin July 1, 2025, and end June 30, 2026. All contracts will be cost reimbursable (profit must be negotiated with the SWC) and will be one-year agreements. The SWC reserves the right to extend contracts up to two (2) times, resulting in three (3) one-year contracts. Contract extensions may be based on funding availability, satisfactory performance, and other factors. Contract extensions, if granted, will be subject to updated goals for the new program year, as well as awarding additional funding, as available.

Once the contract has been awarded, the SWC reserves the right to modify delivery design, including infusing funds from alternate sources, at any time to meet the needs of the workforce system. The SWC also reserves the right to de-obligate funds from contractors who fail to meet performance and/or expenditure requirements or in the event of a rescission of federal funds.

The agencies selected will be required to agree to the SWC's [General Terms and Conditions](#), have all controls securely in place, and agree to comply with any policies created by the SWC and any applicable federal or state policies, regulations, or laws. Successful respondents to this RFP will be expected to participate in contract negotiations to establish the exact services to be provided and the costs of those services. The funding award will not be final until the Spokane Workforce Council and the prospective grantee(s) have executed a contract agreement. The final negotiated proposal narrative and budget schedule will constitute the Statement of Work for the contract. The content of the accepted proposals will become the basis for the negotiation of a final contract agreement. Applicants are advised that most documents in the possession of SWC are considered public records and subject to disclosure under the Washington State public records law.

This RFP does not commit the SWC to award a contract or pay any costs incurred in the preparation of a proposal to this request. The SWC reserves the right to request additional data, discussion, or presentation in support of written proposals; to reject any or all proposals received; to negotiate with all designated representatives; and/or to cancel in whole or in part this RFP if it is in the best interest of the SWC to do so. If the SWC does not receive responses that adequately address the services and outcomes requested, it is possible that no award will be made, that the RFP would be modified and rereleased, and/or that SWC staff would deliver services as authorized in state and/or federal policy.

A bidder may not be recommended for funding regardless of the merits of the proposal submitted if it has a history of contract non-compliance with the SWC or any other funding source. Subcontracting is not permitted without written authorization from the SWC.

Bidders who have submitted a proposal may protest the award of the contract. The process for protesting the award is as follows:

- Protests must be filed in writing via email sent to [admin@spokaneworkforce.org](mailto:admin@spokaneworkforce.org) and be received by the Spokane Workforce Council by June 15, 2025. All protests are public information after the protest period ends.
- All protests must state the basis for the protest in clear terms and provide an alternative the protester finds acceptable. The basis of the protest must be a violation of a state or federal contracting law, rule, or regulation applicable to the contracting process.
- The SWC will review protests that meet the above conditions.

- During any part of the review or consideration, the protester may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such requests must be fully responded to within the timeframe designated by the SWC. In the event a protester fails to respond, the protest will be dismissed, and no further protest will be accepted relative to this RFP.
- The SWC Chief Executive Officer, in consultation with the SWC board of directors, will review the protest and will issue a written response that is intended as a complete and final answer to the protest. A response will be issued no later than June 30, 2025.

**Eligible Applicants**

Organizations eligible to submit proposals may fall within the following categories:

- Governmental agencies
- Private non-profit organizations
- Private for-profit businesses
- Educational entities

**SECTION II: WORKFORCE SYSTEM BACKGROUND INFORMATION**

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**SWC and Spokane Workforce Development System Overview**

The Spokane Workforce Council, Spokane’s local workforce board, is the policy and planning body for workforce development activities in Spokane County, pursuant to [PL 113-128 Workforce Innovation and Opportunity Act](#) (WIOA). The SWC board brings together business and community leaders, appointed by City of Spokane and Spokane County officials, to promote and expand workforce development activities to ensure the long-range economic vitality of the region. The intent of the workforce system is to provide an effective, locally-driven model that offers public- and private-sector leaders programs and resources to meet the unique needs of the regional labor market. Local boards drive innovation in workforce development at the local level to provide America with a highly skilled workforce that competes in the global economy.

**SWC Mission**

To elevate local workforce efforts with critical insights, researched guidance, innovative funding, and strategic partnerships so we can cultivate a flourishing Spokane, together.

**Vision**

A prosperous, enterprising Spokane region sustained by a diverse network of robust workforce resources.

**Purpose**

Prepare Spokane County’s citizens for successful employment and help businesses meet their current and future human capital needs.

**Our Commitment to the Community**

Our community will be strengthened when all members have a meaningful voice and increased access and will be elevated by creating a culture of hope and prosperity for all.

The SWC oversees the Spokane WorkSource System and provides a portion of the funding necessary to operate the system, including through the WIOA Title I Adult, Dislocated Worker, and Youth program funding. The SWC oversight responsibilities include designation of the operators, administration of WIOA Title I program services, management of the [Spokane WorkSource System Memorandum of Understanding Infrastructure Funding Agreement](#), certification of WorkSource Spokane and affiliated service sites, setting of local performance standards, and other duties as assigned in the federal workforce law (WIOA) and associated regulations. The overarching intent of the SWC is to help create a vibrant economy by leading and convening a workforce development system that can provide a skilled workforce that meets regional business needs.

### **Goals for Spokane Workforce Development Area 2024-2028**

The SWC's 2024-2028 [Local Integrated Workforce Plan](#) defines its mission, vision, goals, and objectives, which reflect the need to provide multiple pathways toward creating a quality workforce for the various skill levels and occupations that support the regional economy. All bidders are encouraged to review this plan. In addition to remaining focused on the goals and target sectors defined in the integrated workforce plan, the SWC will continue to operate under the following guiding principles:

- Collaborate and work as a unified system with shared goals, while leveraging the strengths of various partners to deliver services effectively.
- Maintain and expand a delivery system that is responsive to employers, with services prioritized to respond to high-demand occupations and critical job needs of targeted industry sectors.
- Regularly review program and service performance for quality improvement and adapt to meet changing needs.

### **SWC Roles and Responsibilities as a Local Board under WIOA**

To ensure a well-coordinated workforce system, and per federal law, the SWC will take a lead role in the following efforts:

- Conduct workforce research and regional labor market analyses
- Convene regional workforce system stakeholders
- Direct services to businesses/business engagement strategies
- Develop career pathways
- Implement technology for the WorkSource System
- Coordinate with postsecondary education providers for workforce development efforts and related programming

## **SECTION III: FUND SOURCE INFORMATION**

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### **Workforce Innovation and Opportunity Act (WIOA) Funding Overview**

This RFP was prepared based upon the [Workforce Innovation and Opportunity Act of 2014](#) (WIOA) and associated U.S. Department of Labor and Washington State regulations and guidance. WIOA was implemented to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs in the United States, and provides the framework for a national workforce preparation system that is flexible, responsive, customer-focused, and locally managed. Mandatory partners include WIOA Title I Adult, Dislocated Worker, and Youth programs; WIOA Title II Adult Education and Family Literacy; WIOA Title III Wagner-Peyser services; WIOA Title IV Vocational Rehabilitation; and others



specified in the Act. Bidders are strongly encouraged to read [Training and Employment Guidance Letter 04-15](#) and [Training and Employment Guidance Letter 13-20](#) issued by the U.S. Department of Labor that outlines the vision for the One-Stop System under WIOA.

The three hallmarks of WIOA include:

- The needs of businesses and workers drive workforce solutions, and local boards are accountable for this within the communities they serve.
- One-Stop Centers (WorkSource centers) provide excellent customer service and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

The WIOA system is built around the following key principles:

- Increase access and opportunity, particularly for those individuals with barriers to employment, to ensure success in the labor market.
- Support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system.
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages; and to provide employers with the skilled workers they need to succeed in a global economy.
- Promote improvement in the structure and delivery of services to better address the employment and skill needs of workers, job seekers, and employers.
- Increase the prosperity of workers and employers and the economic growth of communities, regions, and states, and the global competitiveness of the United States.
- For purposes of Title I, to provide workforce investment activities through statewide and local workforce development systems that increase the employment, retention, and earnings of participants and increase attainment of recognized postsecondary credentials by participants; and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance productivity and competitiveness.

#### ***SECTION IV: EVALUATION AND SELECTION PROCESS***

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The SWC Services and Oversight Committee, on behalf of the SWC Executive Committee, will be responsible for the proposal review and selection process. The review committee will be comprised of individuals who have no fiduciary interest in services offered through this RFP. SWC staff do not score proposals. Committee members will review and score proposals according to the criteria and assigned points specified in this RFP (scoring details are listed in Section VIII). Provisional awards will be made on May 22, 2025, by the SWC's Executive Committee, with the final vote occurring during the June 11, 2025 Spokane Workforce Council (full council) meeting.



## SECTION V: TIMELINE

Dates (2025)*	Activity and Time (Local Time)
March 13	One Stop Operator, WorkSource Service Provider, Next Generation Zone Service Provider, and Talent Solutions Team RFPs released and available at <a href="http://www.spokaneworkforce.org/funding">http://www.spokaneworkforce.org/funding</a> .
March 18	Pre-registration for Bidders' Conference on or before March 18 <sup>th</sup> . Please <a href="#">click here to register</a> .
March 19	Bidders' Conference, 11:00 a.m. at SWC Office - Event Center and Zoom**
April 22	Written Q&A deadline - 5:00 p.m. Q&A will only be accepted <a href="#">via this form</a> . Replies will be posted within three (3) business days on our website.
April 25	Proposals will be submitted using <a href="#">this application link</a> by 12:00 p.m. (noon). <b>Late proposals will not be accepted.</b>
April 28-May 9	Evaluation of proposals
May 12	Bidding entities selected to present on 5/14 will be notified by 5:00 p.m.***
May 14	Presentations by selected bidders (by invitation only)***
May 22	SWC Executive Committee meeting
May 23	Provisional contract award announcement
May 26-June 6	Contract negotiations
June 11	Board approval of selected PY25 providers
June 15	Deadline for appeal by COB
July 1	Contractors begin delivering services

\*The SWC reserves the right to make changes to the timeline.

\*\*The SWC will offer a single Bidders' Conference for all four [RFPs](#) currently available. To ensure a productive conference, questions may be submitted in advance via our [Q&A form by clicking here](#), which will allow staff time to research each question thoroughly.

\*\*\* The SWC reserves the right to ask selected bidders to give a presentation and participate in a question-and-answer session with the review committee. The SWC also reserves the right to issue provisional awards without bidder presentations.

## SECTION VI: ESTIMATED AWARD

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PROGRAM YEAR 2025-2026 <u>ESTIMATED</u> FUNDING ALLOCATION	
WorkSource System Talent Solutions	\$146,700

### **Budget Specifics**

- Budget must include all costs associated with operating the contract including salary, benefits, indirect, travel and rent.
- Rent at WorkSource will be paid via Infrastructure Funding Agreement (IFA) and should be budgeted at \$850 per month. This figure includes all costs necessary to have the operator at WorkSource – rent, electricity, computer, IT support, supplies, desk phone, etc. (\$10,200 annually per FTE).
- Bidders must include \$600 annually per FTE member for Infrastructure Funding Agreement *Other Shared Costs*.
- Refer to [budget form](#) for additional information.

## SECTION VII: DESIGN

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### **Talent Solutions Overview**

In order to deliver on the aspirations of the [SWC Local Integrated Workforce Plan](#), the vision for a functionally integrated WorkSource Campus, WIOA and the SWC board of directors, we are seeking a consortium to provide Talent Solutions services on behalf the SWC and the entire WorkSource System in coordination with two sites on the WorkSource Campus: WorkSource Spokane and the Next Generation Zone,. The intent of [Talent Solutions/business services](#) is to connect employers to workforce development resources with the goals of strengthening and growing the economy, supporting job creation, and meeting the hiring needs of employers.

Engagement with the business community is the cornerstone of our model, which the SWC and partners currently fund using WIOA Title I (funding issued via this RFP), as well as WIOA Titles II, III and IV, WorkFirst-Temporary Assistance for Needy Families (TANF) and other grant funding. According to WIOA law, business services are intended to promote, market, connect, and provide access to initiatives to assist employers such as:

- Connecting job seekers and employers by facilitating relationships
- Recruiting employers to American Job Centers
- Industry and sector strategies
- Career pathway initiatives
- Layoff Response Services
- On-the-job training programs
- Customized training programs
- Apprenticeship promotion
- Federal Bonding
- Work Opportunity Tax Credit

These initiatives are designed to meet the needs of employers in relation to the economic needs of their respective regions. In order to establish a professional presence when engaging with employers, it is imperative that the Talent Solutions Team have an in-depth understanding of all the services outlined. Talent Solutions Team members must be flexible in their abilities to respond to employers' current needs. This will require team members to adjust between traditional "transactional" engagements and more strategic "transformational" service provision. The Talent Solutions Team must be proficient in providing suggestions on how services can work in concert to maximize positive results for the businesses they serve, allowing for a stacked level of service delivery where appropriate.

### **Talent Solutions Goals 2025-2026**

Based on the services allowable under WIOA, as well as guidance from the Spokane Workforce Council Board of Directors, goals for the contracts associated with this RFP will include:

1. Increased community awareness of the services available through targeted engagement strategies. Specific goals will be negotiated with the successful bidders.
2. Increased number of businesses receiving services from the Talent Solutions Team. Specific goals will be negotiated with the successful bidders.
3. A wide variety of workshops and course offerings for employers, including in-person and via a virtual platform. Specific goals will be negotiated with the successful bidders.
4. Connections between WorkSource System staff and employers for [On-the-Job Training](#) (OJT) and Work Experience (WEX) placements in various sectors that meet business needs (not necessarily management of the OJT/WEX contracts). Specific goals will be negotiated with the successful bidders.
5. Partnership with WorkSource sites to respond to regional talent needs. These needs will be communicated to the team via SWC sector strategy reports and through regular formal and informal communication.
6. Marketing/promotion of SWC-prioritized sector information to WorkSource Campus sites, as well as all Connection and Affiliate Sites, to increase awareness of business needs.
7. Creation of various methods of promoting and filling hard-to-fill job openings in Spokane County. Specific goals will be negotiated with the successful bidders.
8. Develop a Continued Quality Improvement process to monitor employer satisfaction with services provided by the Talent Solutions Team. Specific goals will be negotiated with the successful bidders.
9. All activities listed below are offered, and these activities are provided by professional, highly qualified staff who meet the minimum skill requirements listed in this RFP.

### **Talent Solutions Activities**

The following activities will be provided by the Talent Solutions Team under the leadership of the Talent Solutions Program Operator and functional oversight of the SWC Division Executive of System Advancement, with ultimate approval/decision residing with the SWC.

#### **Provision of Basic Talent Solutions Services**

- Market and deliver Talent Solutions services within Spokane County or the broader Spokane region, as approved by the SWC.

- Build strong relationships with local employers to understand and address their workforce needs effectively.
- Provide tailored recruitment and placement assistance to help businesses find the right talent.
- Analyze and communicate regional workforce trends and employer needs to the broader WorkSource System.
- Support businesses in navigating government workforce programs, such as Federal Bonding and the Work Opportunity Tax Credit.
- Connect employers with labor market insights and industry reports using data from the Employment Security Department's Regional Economist, SWC's Business and Industry Analyst, and other SWC-approved sources.
- Assist in crafting compelling job postings and refining job descriptions to align with industry trends and attract a diverse applicant pool.
- Promote employer resources available on [www.worksourcewa.com](http://www.worksourcewa.com) (or its successor) and [www.worksourcespokane.com](http://www.worksourcespokane.com).
- Develop targeted outreach and engagement strategies to expand employer participation in Talent Solutions services.

#### Specialized Talent Solutions Services

- Partner with the Division of Vocational Rehabilitation to provide workplace accommodation consultations, assessments, and training for employers hiring or employing individuals with disabilities.
- Develop targeted strategies to encourage employers to hire veterans and military-affiliated spouses, highlighting their unique skills, experience, and value to the workforce.
- Utilize various strategies to support businesses in filling hard-to-fill positions across Spokane.
- Assist with candidate screening by participating in interview committees, reviewing applications, and implementing other team-developed methods.
- Conduct comprehensive business needs assessments, including identifying skill gaps within the incumbent workforce, and coordinate resources to address them.
- Stay informed about a wide range of pre-employment assessments, particularly those commonly used in the region, and recommend appropriate assessment tools based on business needs.
- Guide employers in accessing resources available through grants and tax-funded programs.
- Advise businesses on strategies to reduce employee turnover and improve workforce stability.
- Provide insights on recruitment and retention strategies in alignment with current labor market trends.

#### Talent Pipeline Development and Placement Services

- Develop On-the-Job Training and Work Experience accounts on behalf of [WorkSource Spokane](http://WorkSourceSpokane.com) and [Next Generation Zone](http://NextGenerationZone.com).
- Support the WorkSource System in developing strategies to attract individuals to in-demand industries, ensuring a strong talent pipeline that helps local businesses thrive.
- Assist employers in implementing internships, apprenticeships, customized skills training, and incumbent worker training programs to meet their workforce development needs.

### Employer Workshops, Courses and Events

- Plan and coordinate customized job fairs and hiring events, ranging from large-scale community-wide events to small, targeted recruitment efforts.
- Organize Featured Employer sessions and employer-specific hiring events in collaboration with WorkSource Spokane and Next Generation Zone.
- Host industry-specific and targeted job fairs and hiring events, ensuring compliance with Equal Opportunity requirements.
- Facilitate business engagement events focused on SWC-targeted industries, as outlined in the Local Integrated Workforce Plan.
- Develop and deliver workforce training courses—offered both in-person and virtually—that may be no-cost or fee-based, covering topics such as:
  - Behavioral interviewing techniques
  - Succession planning strategies
  - Effectively using assessments in the hiring process
  - Americans with Disabilities Act (ADA) compliance
  - Best practices for internal progression of employees
  - Hiring and retaining veterans and military spouses
  - Recruitment and retention best practices

### Partnership Development

- Explore in-depth partnership opportunities with area employers, such as identifying businesses to promote Talent Solutions activities and WorkSource System offerings, e.g., hiring events, job fairs, tours, sector reports, etc.
- Create and maintain an engagement strategy with the Inland Northwest Society of Human Resource Management (INSHRM) and the four area Chamber of Commerce Associations (GSI, Spokane Valley, West Plains, and Deer Park).
- Establish and maintain effective relationships with firms that can respond to business needs including economic development, small business development centers, labor organizations, education partners, Washington State Department of Commerce, and other associations.

### Layoff Aversion and Layoff Response

- Lead the coordination of comprehensive layoff response (Rapid Response) strategies and outplacement assistance in partnership with the Workshop and Assessment Team at WorkSource, ensuring timely and effective support for affected businesses and workers.
- Take immediate action by contacting impacted employers to assess the layoff situation and develop a tailored response strategy.
- Provide on-site support to employers and labor unions (as applicable) to assist displaced workers in navigating their next steps.
- Convene key service partners to deliver coordinated assistance to affected businesses and employees.
- Organize targeted hiring events to connect job seekers with businesses actively hiring.
- Work closely with WorkSource Spokane to facilitate workshops and group intervention activities for affected employees, including:
  - Assessing individual support needs.
  - Delivering workshops on career transition, job searching, résumé building, and interview techniques.

- Evaluating re-employment opportunities within the local job market.
- Providing guidance on available short- and long-term support resources.
- Develop and implement comprehensive layoff aversion strategies to prevent or minimize unemployment by proactively supporting at-risk businesses.
- Foster ongoing engagement, partnerships, and relationship-building with employers to create an environment that supports effective layoff prevention efforts.
- Assist businesses in managing workforce reductions by identifying companies at risk of layoffs early and assessing their specific needs and available options.
- Connect employers to critical resources, including business assistance programs, market analyses, and economic development initiatives, to help stabilize operations and prevent job losses.
- Collaborate with SWC's Division Executive of System Advancement to design and implement systems for early identification of potential layoffs and layoff aversion opportunities.
- Provide the SWC with detailed business intelligence reports highlighting trends, patterns, and key data to inform strategies for job retention, attraction, and expansion.

#### Data and Tracking

- Track all services in the data management information system provided by the State of Washington.
- Enter all outreach, engagement, and services provided into the customer resource management (CRM) tool provided by the SWC.
- Collect information from employers regarding in-demand skills, competencies and industry-valued certificates/credentials and provide trend data to the SWC.

#### Sector Partnerships/Sector Strategies

The Spokane Workforce Council (SWC) will bring together employers and educators to drive sector partnership initiatives and strategies, collaborating closely with the Talent Solutions Team (TST) to advance these efforts. Sector partnerships and strategies will focus on developing workforce services in coordination with public schools, colleges, and universities to ensure education and training programs align with the evolving needs of key industries. Additionally, these sectors must be integrated with economic and business development efforts to maximize impact and effectiveness.

To support the SWC in this mission, the Talent Solutions Team will:

- Develop strong relationships with employers in key industries that align with regional workforce demands and the training programs customers are pursuing.
- Collaborate with WorkSource System partners to establish a structured, data-driven approach for employer outreach, including standardized contact methods and tracking systems.
- Support the SWC in designing a strategic communications plan to enhance and expand employer awareness of the WorkSource and Talent Solutions by WorkSource brands across Spokane County.
- Design a process by which to communicate sector strategy needs with WorkSource System staff to perpetuate better connectivity for job seekers to businesses in the community.

## **Role of the SWC**

The Spokane Workforce Council (SWC) will provide labor market analysis, data, and reports to support workforce initiatives. Additionally, the SWC will oversee the approval of all marketing materials, either directly or through an established approval process with the Talent Solutions Program Operator. The SWC will also lead sector partnerships and strategies to align workforce efforts with industry needs. The SWC Division Executive of System Advancement will provide functional supervision of the Talent Solutions Program Operator, ensuring alignment with organizational goals. The Talent Solutions Program Operator, in collaboration with the SWC Division Executive of System Advancement, will lead the Talent Solutions Team to serve all businesses and integrate efforts across the entire WorkSource System.

The SWC Division Executive of System Advancement will:

- Provide functional supervision of the Talent Solutions Program Operator.
- Approve team strategies and goals to drive workforce development initiatives.
- Implement SWC-led changes and assist in coordination of staff training and ongoing professional development.

The ultimate objective is to establish the Talent Solutions Team as the premier business resource for workforce and talent solutions in Spokane County.

## **Program Operator Essential Functions**

While we have made great strides in creating a dynamic, cutting-edge Talent Solutions Team, the Talent Solutions Program Operator will be responsible for continuing the team's growth and working with the SWC to operationalize our vision of this. Duties will include:

- Oversee the daily operations of the Talent Solutions Team under the guidance and leadership of the SWC Division Executive of System Advancement.
- Foster a positive and motivating work environment that boosts staff morale while ensuring performance targets are met.
- Develop and implement a performance goals plan for team members, ensuring the successful completion of all work outlined in this RFP, and provide quarterly reports to the SWC highlighting achievements and challenges, as well as any specific program performance data.
- Establish and maintain a work and performance plan that aligns with WIOA Title I goals and other leveraged funding sources, with input from all agencies employing Talent Solutions Team staff.
- Ensure accurate data collection and entry into all required systems, including the statewide MIS and local CRM.
- Implement best practices to manage team performance and meet WIOA employer-related benchmarks.
- Engage with employers through meetings to enhance their understanding and utilization of workforce development programs and WorkSource System services.
- Organize or delegate the coordination of employer forums and hiring events in collaboration with WorkSource System partners.
- Work with the SWC to develop and execute marketing and public relations strategies that promote Talent Solutions services and increase employer participation in job fairs, forums, and WorkSource Campus events.
- Represent the WorkSource System at community events, particularly those focused on employer engagement.
- Attend business recruitment and retention meetings to support workforce development initiatives in Spokane County.



- Obtain and maintain expertise in labor market information, including area profiles, wage survey data, and market trends, to provide employers, government agencies, and the community with valuable insights.
- Deliver presentations to employers, WorkSource System staff, and partners on Talent Solutions programs and services.
- Develop a professional development plan for team members which continues to enhance their ability to serve businesses in Spokane County.

### **Team Member Essential Skills**

- **Trusted and Reliable** – A dependable business services professional with a strong reputation for integrity and follow-through.
- **Strategic Talent Development** – Skilled in addressing businesses' workforce needs through both transactional solutions (immediate hiring support) and transformational strategies (long-term workforce planning).
- **Business Relationship Building** – Ability to establish and maintain strong connections with employers, linking them to the workforce development system, WorkSource Campus services, business startup assistance, industry roundtables, HR resources, and other available services.
- **Business-Centric Focus** – Dedicated to understanding and meeting the unique workforce needs of businesses.
- **Long-Term Engagement** – Proficient in cultivating lasting business relationships to provide sustained workforce solutions.
- **Resource Navigation** – Skilled in referring businesses to a network of workforce, HR, and economic development services to support their growth and sustainability.
- **Sector Strategy Expertise** – Ability to contribute to the design and implementation of regional, industry-driven sector strategies.
- **Job Seeker Support Awareness** – Strong understanding of local job seekers' needs, with an existing relationship with WorkSource and Next Generation Zone or an approved plan to develop and maintain one.
- **Employer/Job Seeker Linkages** – Capable of coordinating closely with the WorkSource system to connect employers with qualified talent.
- **Regional Industry Knowledge** – Familiarity with Spokane County's industries, employers, and economic trends.
- **Business Acumen** – Strong professional presence, business insight, and understanding of employer challenges and opportunities.
- **Inclusive Engagement** – Experience working with diverse demographics, businesses of all sizes, and educational partners to strengthen workforce pipelines.
- **Regional Expertise** – In-depth knowledge of the area's demographics, economic landscape, and social and political factors that impact workforce development.
- **Collaborative Service Delivery** – Proven ability to operate effectively within a consortium or partnership model to maximize resources and impact.
- **Data Management Proficiency** – Ability to accurately and efficiently utilize both the statewide MIS and local CRM to document employer interactions.
- **Performance Accountability** – Strong understanding of individual and team performance measures as set by the Talent Solutions Program Operator and the SWC.

## **Consortium Responsibilities**

In addition to providing the services outlined in this RFP, the selected consortium will also have a role in working with partners supporting other Talent Solutions Team staff (see following section) to achieve targets. Each agency providing staff for the team will be responsible for working through the program operator and the SWC's Division Executive of System Advancement to ensure the work plan and day-to-day work of individual staff meet leveraged programs/funding streams goals as well as the overall team goals. The consortium is expected to develop methods for ensuring the success of the program operator and individual staff, and the program operator is expected to honor the contributions of all funding streams, including associated program/contract goals, while also ensuring all staff on the team have the skills described above. As this team will be externally facing and representing the SWC and entire WorkSource system, it is critical that the selected consortium creates a process for determining and evaluating the staff and skills required to serve on this team. Additionally, the SWC's Division Executive of System Advancement will have a role in determining if the staff members selected meet the needs of the team and the SWC's vision for talent solution services.

## **Staff Professional Development, Support, Employee Retention and Succession Planning**

It is important that staff members are provided opportunities to develop new skills and hone their current abilities, especially those that specially support WorkSource Spokane's integrated service delivery model. It is expected that the consortium members and TST Operator will partner with the One-Stop Operator to plan for and offer professional development for staff, which may be in collaboration with other campus partners, in order to provide consistent and high-level training across the workforce system.

Staff mental health, wellbeing, and work-life balance are also of high importance to the SWC. It is expected that each consortium agency will have inter-agency policies that allow for considerations for staff wellbeing, and it is also expected that each agency will work with the One-Stop Operator and their program leadership to support staff.

Finally, lessons learned during the Great Resignation is that many companies were not prepared to replace and train workers, especially those in leadership positions. As such, we are asking bidding consortia to consider succession planning and cross-training, especially for management and leadership positions, as an area of focus for the 2025-2026 program year. Cross-training has also been shown to increase retention and job satisfaction.

## **Current Talent Solutions Team Overview**

The current Talent Solutions Team by WorkSource Spokane consists of staff FTEs and one Program Operator FTE representing the following agencies: Employment Security Department, Career Path Services and Division of Vocational Rehabilitation. As all may have some funding dedicated to Talent Solutions services in PY25, it is expected the selected consortium will work with these agencies to ensure the success of the Talent Solutions Team goals.

## **Functional Leadership**

In blended teams throughout the Spokane WorkSource System, members from multiple agencies serve on functional teams with a functional leader. This leader coordinates the day-to-day work/activities of the members of the team, and in many cases, the functional team leader may be from a different agency than some of the team members. It is important for staff members to distinguish the differences between their agency supervision and functional team leadership. The table below illustrates how functional leaders and agency supervisors

share responsibility for staff supervision. It is paramount that any consortium agency involved in the bidding of this RFP be able and willing to support the functional team model and allow day-to-day operational oversight of team members to be coordinated by the TST Program Operator.

<b>AGENCY SUPERVISOR</b>	<b>FUNCTIONAL LEADER</b>
Conducts performance evaluations	Provides input to agency supervisor for performance evaluations
Approves agency staff vacations and other leave requests	Coordinates team member leave requests with agency supervisor based on operational needs
Approves agency staff travel requests and reimbursements	Coordinates team member travel requests with agency supervisor based on operational needs
Prepares and provides specific agency required training for staff <b>in coordination with functional leader to mitigate impact upon the work of the team</b>	Prepares and provides functional team specific training for team members
Communicates outcomes of any issues involving agency staff with the functional leader	Forwards issues regarding team members to the agency supervisor to assist in resolution

### **WorkSource Campus Hours of Operation and Closures**

To ensure a cohesive WorkSource Campus, as well as safety of staff and customers, the following hours of operation will apply to all sites. Each operator has the authority to close their respective site due to inclement weather or other necessity. Consistent hours of operation assist WorkSource Campus security with providing service during standard business hours. These hours apply to WorkSource Spokane and the Next Generation Zone. In addition to sites offering in-person services, it is understood that customers who are best served virtually should have that option available during the business hours outlined below.

- Buildings will be unlocked and open for customers from 9:00 a.m. to 5:00 p.m. Monday through Friday (Next Generation Zone - 8:00 a.m. to 4:30 p.m.).
- For sites opening to customers at 9:00 a.m., staff training and professional development, staff meetings, and team meetings will occur from 8:00 a.m. to 9:00 a.m.
- All sites will be closed to customers the following days:
  - New Year's Day - January 1\*
  - Martin Luther King, Jr. Day - Third Monday in January
  - President's Day - Third Monday in February
  - WorkSource System Staff Training Day – One day each spring (April-June)
  - Memorial Day - Last Monday in May
  - Juneteenth – June 19
  - Independence Day - July 4\*
  - Labor Day - First Monday in September
  - Veteran's Day - November 11
  - Thanksgiving Day – Third Thursday in November\*
  - Christmas Day - December 25\*

If a legal holiday falls on a Saturday, the preceding Friday will be observed as the holiday. If a holiday falls on a Sunday, the following Monday will be observed as the holiday.

\*For the holidays indicated above with an asterisk, if the holiday falls on a Tuesday or Thursday, the day prior to or following the holiday will be closed to customers but open for staff. It is anticipated that work that is difficult to accomplish when customers are in the center will be accomplished during these days, such as deep cleaning of the site, site repairs, file maintenance, etc.

### **WorkSource Leaseholder Responsibilities**

Throughout the life of the contract(s) associated with this RFP, the Employment Security Department (ESD) will remain the leaseholder at WorkSource Spokane. As such, ESD will be responsible for maintaining the physical facility, rental agreements, and items addressed in each respective master lease. All facility-related decisions will be made by the respective leaseholder in collaboration with the appropriate parties and operator. However, leaseholder authority is limited to the physical facility and does not include being responsible for hours of operation, facility design/layout, customer flow, or where specific staff offices are located within the building (other than as each apply to cost and resource sharing), as this is the responsibility of the operator (see WorkSource One-Stop Operator RFP for more information on the role of the operator).

As changes relating to design, customer flow, etc., can carry a cost, each site operator will be required to work with the respective leaseholder and the SWC. For WorkSource, it is the responsibility of the site operator to work with the ESD's Administrative Services Division, as well as within state guidelines, so that resulting costs can be assigned to appropriately.

For program and program funding, each agency will be responsible for the day-to-day operations of individual programs/funding streams; however, as all sites must work in an integrated environment, the site operator will have a role in ensuring a design that works to meet all funded program goals. Service providers at each location will be responsible for managing individual programs/contracts, directly providing services to customers, reaching WIOA and other outcome targets, program/functional team management and process improvement, performance analysis, and additional funds implementation, all in partnership with the respective site operator.

The consortiums at WorkSource and the Next Generation Zone are pivotal to the success of each site. The operator is expected to honor their contributions and involve them in decisions critical to the operation of the site. The operator of each site will be required to work with the service providers to make changes to service delivery, but ultimately the operator will inform, guide, and direct the operations of the site.

### **Overview of WorkSource Spokane Campus**

#### **WorkSource Spokane**

[WorkSource Spokane](#) is a proud partner of the nationwide system of American Job Centers and provides a full range of assistance to job seekers and businesses under one roof.

This site offers in-person, phone, and virtual services, exceeding 16,000 customer assistance services annually, which includes 4,400 career coaching sessions, 4,000 guidance and support services, and the delivery of over 4,000 workshops supporting approximately 2,500 workshop participants.

Established under the Workforce Investment Act and reauthorized in the [Workforce Innovation and Opportunity Act of 2014](#), the center offers training referrals, career counseling, job listings, and similar employment-related services. WorkSource Spokane, which is a certified Comprehensive One-Stop Center, has staff representing various partner organizations who provide these services and collectively employ approximately 50-65 staff and volunteers.

Partner organizations currently located at WorkSource Spokane include:

- Career Path Services
- Community Colleges of Spokane
- Division of Vocational Rehabilitation
- Goodwill Industries of the Inland Northwest
- Washington State Department of Labor and Industries
- Washington State Employment Security Department
- Pioneer Human Services
- CHAS Health

In 2025, WorkSource will be made up of the following functional teams unless another design is created in agreement with the SWC:

- Customer Assistance & Resource Team (welcome/greet)
- Home Team (career coaching – WIOA Basic-Level Career Services)
- Continuous Engagement Team (WIOA Individualized-Level Career Services, supportive, and WIOA Training-Level services)
- Workshop and Assessment Team (WIOA Basic- and Individualized-Level Career Services)
- Financial Aid and Resource Management Team (financial management)
- Talent Solutions Team

### **Next Generation Zone**

The [Next Generation Zone](#), our region's only career and education one-stop center for young adults ages 16-24, consists of approximately 20 staff representing various partner organizations. As a WorkSource Affiliate site, it is connected to the public workforce system and the nationwide system of American Job Centers. Each year the Next Generation Zone provides over 1,200 young adults with career information, and of those, approximately 500 young adults receive individualized virtual and in-person education and career services. The center is designed to mitigate barriers to success by co-locating key social service, education, career skills training, and other youth-serving agencies under one roof. The model is a true “one-stop” that has successfully streamlined operations, achieved a highly functional and collaborative organization structure, and is able to allocate more resources to programming and direct customer services as it realizes operations cost savings.

The Next Generation Zone is designed to serve young adults that are not connected to the workforce or to post-secondary education by focusing on relationships through re-engagement to address barriers to employment and education. The ultimate goal is for each young adult to successfully obtain a job and/or enter an education or training program. About half of the youth served come to the Next Generation Zone because they were not successful

in high school for a variety of reasons. The site offers onsite education resulting in High School Equivalency (GED) through the Open Doors Reengagement Program and Community Colleges of Spokane. Most youth have experienced trauma of some kind, and we take a trauma-informed approach in program design, policies, processes, and one-on-one interactions with youth.

### **Affiliated and Specialized Sites**

In addition to the sites on the WorkSource Campus – WorkSource Spokane and Next Generation Zone – the WorkSource System is also comprised of [other affiliated sites](#), including 19 off-campus connection and/or specialized sites.

Our connection sites provide general information about WorkSource Spokane and provide employment-related services to job seekers. These off-campus connection sites include:

- Goodwill Industries of the Inland Northwest
- Spokane Public Library District (4 locations)
- Spokane County Library District (11 locations)

Our specialized sites provide employment-related services and connectivity to WorkSource Spokane to specific community members. These specialized sites include:

- Spokane Community College
- Spokane Falls Community College
- YWCA Spokane
- Fairchild Air Force Base, housed within the Military and Family Readiness Center. Workforce professionals from WorkSource at this site prepare transitioning military service members and their spouses with key skills to gain employment in the Spokane area and provide career coaching services to the entire base community.

### **Integrated Service Delivery**

The [integrated service delivery](#) (ISD) model utilized at WorkSource Spokane reduces duplicative and administrative activities that add little value; instead the model allows staff to provide high-value services including screening, assessment, skill development, and skill certification relevant to regional economic and business needs in a team model that works for customers. Staff are organized into functional teams to meet the needs of customers, rather than to administer specific programs. The goal is for more people to get jobs, keep jobs, and earn better wages; and for businesses to find the talent they need to succeed and grow.

The components of integrated service delivery include:

- Co-enrollment and co-funding of job seekers using various funding streams, including private resources, to provide appropriate services regardless of categorical eligibility.
- Organizing staff and services around functions rather than programs or agencies.
- Using a common set of outcome measures for all customers.
- Providing a robust menu of services that improve outcomes.
- A greater focus on skill development and certification based on labor market requirements.
- Using customer input – known as Customer Centered Design or Human Centered Design - to continuously improve services.

**Performance Metrics**

While the Talent Solutions Team will not be directly responsible for ensuring WIOA job seeker targets are met (listed below under Adult, Dislocated and Youth), they are responsible for supporting WorkSource Spokane and the Next Generation Zone in reaching these goals by connecting them with businesses for job placement, on-the-job training placements, job fairs, hiring events, and more. The team will also be responsible for reaching local employer-specific targets once they are established. In absence of state established performance targets, the SWC will negotiate contract-specific performance targets with the selected consortium.

Two key measures of performance will be considered when creating specific performance measures for the team and individual team members:

- **Repeat business customers** - This measure is intended to demonstrate that a business is satisfied with the services they receive. By repeatedly seeking assistance from Talent Solutions staff, an employer has indicated that the consultation provided a successful recruitment/retention strategy that was beneficial to staffing needs.
- **Employer penetration rates** - The percentage of area employers seeking out the services of the Talent Solutions Team is a method to analyze how effective the services offered by the Talent Solutions Team are. This illustrates how successful Talent Solutions Team staff is in maintaining good relationships with employers across various industries in Spokane County.

Certain performance targets have not yet been set by the United States Department of Labor or Washington State. When changes to the anticipated program targets occur, these targets will be renegotiated with the selected service providers.

<b>PY25 DRAFT PERFORMANCE METRICS – ADULT AND DISLOCATED WORKER</b>	
<b>Employment Rate 2nd Quarter</b> – The percentage of participants in unsubsidized employment during the second quarter after common exit.	
PY24 Adult Target: 64.8%	PY24 Dislocated Worker Target: 65.6%
<b>Employment Rate 4th Quarter</b> – The percentage of participants in unsubsidized employment during the fourth quarter after common exit.	
PY24 Adult Target: 60.5%	PY24 Dislocated Worker Target: 63.6%
<b>Median Earnings 2nd Quarter</b> – The median earnings of participants in unsubsidized employment during the second quarter after common exit.	
PY24 Adult Target: \$6,470	PY24 Dislocated Worker Target: \$8,259
<b>Credential Attainment</b> – The percentage of participants in an education or training program (excluding those in on-the-job training (OJT) and customized training) and who during participation or within one year after common exit:	
<ol style="list-style-type: none"> <li>1. Attain a recognized postsecondary credential or its recognized equivalent; or</li> <li>2. Attain a secondary school diploma or its recognized equivalent and are employed or are enrolled in an education or training program leading to a recognized postsecondary credential.</li> </ol>	
PY24 Adult Target: 59.0%	PY24 Dislocated Worker Target: 65.6%



**Measurable Skill Gains** – The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

PY24 Adult Target: 50.8%

PY24 Dislocated Worker Target: 45.6%

#### **PY25 DRAFT PERFORMANCE METRICS - YOUTH**

**Education & Employment Rate 2nd Quarter** – The percentage of participants in education or training activities, or unsubsidized employment, during the second quarter after common exit.

PY24 Youth Target: 58.9%

**Education & Employment Rate 4th Quarter** – The percentage of participants in education or training activities, or unsubsidized employment, during the fourth quarter after common exit.

PY24 Youth Target: 57.5%

**Median Earnings 2nd Quarter** – The median earnings of participants in unsubsidized employment during the second quarter after common exit.

PY24 Youth Target: \$3,207

**Credential Attainment** – The percentage of participants who are enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) and who during participation or within one year after common exit:

1. Attain a recognized postsecondary credential or its recognized equivalent; or
2. Attain a secondary school diploma or its recognized equivalent and are employed or are enrolled in an education or training program leading to a recognized postsecondary credential.

PY24 Youth Target: 59.2%

**Measurable Skill Gains** – The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

PY24 Youth Target: 22.8%

#### **PY25 DRAFT PERFORMANCE METRICS – EFFECTIVENESS IN SERVING EMPLOYERS**

Performance metrics for effectiveness in serving employers have not yet been identified by Washington State.

## **SECTION VIII: SUBMISSION INFORMATION AND REQUIREMENTS**

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### **General Submission Information**

To be considered for funding, bidders must submit a proposal along with other supporting documentation in accordance with the instructions in this RFP. When evaluating a proposal, the SWC will consider how well the respondent has complied with these instructions and provided the required information. The SWC reserves the right to request clarifications from any bidder regarding information in their proposals.

Bidders can contact the SWC [utilizing this form](#) during the technical assistance (Q&A) period to request clarification that may be needed to comply with these instructions. Questions are considered public information and will be posted in their entirety on the SWC website with answers within three (3) working days of submission. Questions will be accepted via [the Q&A form only](#).

Responses to this RFP should be economically prepared, with emphasis on completeness and clarity of content. The proposal, as well as any reference materials presented, must be typed in English in at least 11-point font and must be on standard 8 ½" by 11" paper with no less than one-inch margins.

Bidders may propose to serve in one or more roles outlined in this RFP. A separate response is required for each operator position.

### **Proposal Checklist**

All proposals will be submitted electronically, [utilizing this form](#). It is recommended that bidders review the form ahead of time to understand the layout and expectations. The following required documents will be uploaded to the submission form. Accepted file types of attachments include: Word, PDF, Excel, PPT, JPG, PNG.

All proposals must contain the following documents:

- Executive summary (one page)
- Proposal narrative (can be up to 20 pages)
- [Budget](#)
- [Information Form & Risk Assessment](#)
- \*Optional: Letters of Support (no more than 4 pages, bundled in one PDF)
- \*Optional: Supplemental documents (including consortium org chart)

### **RFP Questions**

Bidders must provide responses in narrative format to each item/question listed below. Responses must be associated with the specific questions provided. **Proposals must include the exact questions as written below.** There are 300 points possible. Proposals will be evaluated on four criteria, each carrying a unique weighting.

#### **A. Experience and Philosophy (140 points)**

Summarize what you want the review committee to know about your consortium and its agencies, including strengths, opportunities, and experience in the following areas:

1. Providing cutting-edge services to businesses while operating within structured rules and guidelines.

2. Managing federally-funded programs including fiscal management and controls; reaching performance targets; monitoring system integrity; and measuring employer satisfaction and staff morale and implementing changes as necessary.
3. Fostering collaboration and partnerships while operating in an environment with functional supervision. Working on diverse/divergent issues or agendas to reach outcomes. Information sharing across a variety of partners and programs.
4. Utilizing Customer Centered Design principles to guide key decisions and strategies.
5. Serving diverse customers including employers, economically disadvantaged individuals with little or no work experience, individuals with disabilities, dislocated workers with experience, and young adults, ensuring a culture of belonging and accessibility.
6. How each consortium agency is or will be monitoring the wellbeing of staff as well as planning for cross-training and succession planning.
7. Discuss any other areas of experience you would like the review committee to know about as it relates to this RFP.

**B. Approach (120 points)**

1. Detail your comprehensive plan for delivering all services outlined in this RFP, emphasizing any particularly innovative approaches your consortium will implement. Highlight how your strategies will enhance employer engagement, workforce development, and talent solutions, ensuring measurable impact.
2. Describe your approach to meeting the Talent Solutions Goals for 2025-2026, including specific strategies, projected targets for each goal, and methods for tracking and measuring performance outcomes. Explain how your team will align with the performance measures outlined in this RFP to drive success.
3. Explain how your consortium will ensure that all Talent Solutions Team members possess the essential skills required for success. Provide suggestions for working with partners to ensure that staff outside the direct funding of this RFP—yet still part of the Talent Solutions Team—are equally equipped with the necessary expertise.
4. Describe your strategy for fostering a collaborative, mutually beneficial relationship with other service providers at WorkSource and the One-Stop Operator. Provide recommendations for how the voice of business can be effectively integrated into decision-making processes at the WorkSource site.
5. Outline specific strategies to strengthen communication and collaboration between the Talent Solutions Team and WorkSource/Next Generation Zone staff. Be specific about how job seekers from both centers will be better connected with employers in Spokane County to maximize employment opportunities.
6. Share what excites your consortium most about this opportunity and what unique strengths you bring to the table. Additionally, identify the biggest challenges you anticipate and discuss your strategies for addressing them effectively.

**C. Assurances and Flexibility (20 points)**

1. Provide an assurance that your consortium will use this funding as described in this RFP and not to complete work towards individual agency goals or agency projects.
2. Provide an assurance that your consortium understands the role of the SWC's Division Executive of Systems Advancement, and the Talent Solutions Team Program Operator as described in the RFP.
3. Provide an assurance that your consortium is prepared to provide staff with the qualifications outlined in this RFP, and that you are prepared to work with leveraged funding sources to ensure only the highest qualified staff are placed on the Talent Solutions Team.

4. Provide an assurance that your consortium is committed to aligning with and representing the values and goals described throughout the RFP.

**D. Budget (20 points)**

1. Budget Submission Requirements
  - a. The submitted budget must itemize all costs associated with operating the contract, including staff salaries, benefits, indirect costs, travel, rent, and other necessary expenses.
  - b. Rent at WorkSource Spokane is set at \$850 per year/per FTE. Bidders must allocate \$600 per FTE annually for IFA Other Shared Costs.
  - c. Refer to the budget form for detailed instructions on completing and submitting budget information. Note that there are two versions of the budget form, one that includes direct client costs and one that does not.
2. Budget Narrative - In addition to completing the budget form, applicants must provide a narrative explanation addressing the following:
  - a. Staffing Plan – Describe all staff positions, including roles specified in this RFP, along with qualifications, experience, and key responsibilities. If any positions are vacant, outline required qualifications and competencies for recruitment.
  - b. Leveraged Resources – Identify any leveraged resources your organization/consortium will bring into the Talent Solutions Team. Specify any staff positions that will be co-funded with other program resources.
  - c. Budget Justification – Clarify any budget items that may require additional explanation to ensure the review committee fully understands your proposed financial plan.